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ABSTRACT

The personal characteristics, educational background, occupations, and attitudes of 54 Federal Executives who attended Session IX of the Federal Executive Institute, U. S. Civil Service Commission, are given. The average age of the group was 47.6 years (range 36 to 61). The federal grades were 18% in GS-5, 66% in GS-16 and equivalent, and 16% in GS-17 and equivalent; 70% of the executives worked in the Washington, D. C. area. Fifty percent of the group had more than 20 years of Federal Service. Only 2 of the 584 women in the executive inventory attended the session, and only two percent of the inventory were women. The occupational diversity of the executives showed a greater concentration in the field of Administration-Management (42%), with the field of Physical Sciences in second place with 24%. About 88% of the group had at least one college degree, and 18% held advanced degrees; of the 10% who entered Government service with only a high school education, only 2% had done additional study; and 64% who had entered with less than a doctoral degree had completed significant amounts of education. Thirty-two percent who entered Government service at GS-5 or below entered prior to World War II. The means of entry were by Management Intern Examination (6%), Junior Management Assistant Examination (8%), Federal Service Examination (18%), Federal Administration and Management Examination (4%), and other examinations (64%). Of the group, 48% were total career session executives. The executives showed a 19% increase in interest in the area of Political, Economic, and Social Prcblems. (DB)

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CSC
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Session IX
10 May—3 July 1970

Federal Executive Institute
U.S. Civil Service Commission

# CHARACTERISTICS OF THE FEDERAL EXECUTIVE

AC012653

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JULY 1970

## INTRODUCTION

### Session IX, 10 May – 3 July 1970

### WHO WERE THEY

Session IX, 10 May - 3 July 1970, was attended by 57 Executives of which 54 were Federal Executives. Three individuals, Benjamin Linsky, Herbert G. Wilcox, and Marvin Weiss, have been excluded from this study. Notwithstanding, each of these individuals is either an accomplished specialist or a manager of a highly complex operation. Mr. Linsky, a Professor of Sanitary Engineering, West Virginia University, is a recognized authority on Air Pollution. He attended FEI in his capacity as a consultant for DHEW. Mr. Wilcox, an Associate Professor, Kanawha Valley Graduate Center, West Virginia University, attended FEI on a Ford Foundation Fellowship. Mr. Marvin Weiss, Manager, Port Authority Bus Terminal, the Port of New York Authority, was the only private industry manager and public administrator in the class. Of the remaining 54 executives, 15 were from the Department of Defense (DOD-1, Army-6, Air Force-3, and Navy-5). Other Federal Departments or agencies were:

Agriculture - 5 students

Commerce - 4 students

Health, Education and Welfare - 1 student

Housing and Urban Development - 2 students

Interior - 3 students

Justice - 2 students

Labor - 2 students

Post Office - 1 student

Transportation - 2 students

Treasury - 3 students

DIA, DSA, and NSA - 3 students

The Bureau of the Budget - 1 student

National Labor Relations Board - 1 student

The Atomic Energy Commission - 2 students

The Federal Power Commission - 1 student

GSA, NASA, and VA - 6 students

## HOW OLD THEY WERE

The average age of the Federal Executives in Session IX was 47.6 years. This group worked for 1,156 years in some segment of the Federal Establishment. This span of time placed end-to-end by year would date back to 814, the time of the death of Charlemagne. It is no wonder Session IX was labeled the "Swinger Group" (the modern doer) because they took their cue from Charlemagne -- he was a real "Swinger". As a doer, Charlemagne became Emperor of the Medieval Roman Empire, even though he was not a sovereign of Rome, possessed scarcely any regalia, nor commanded the Army.

The youngest session executive, a supergrade, was 36; the oldest, 61. From the standpoint of age at the time of supergrade appointment, two executives were only 35.

## HOW WELL WERE THEY EDUCATED

Forty-five of the session executives had at least one college degree or more, whereas five had less than a Bachelor's degree. Their educational aspirations remained the same; for example, 90 percent completed additional academics.

Of particular interest are three supergrade executives having only a high school educational background. These three individuals, whose average age is 59.3 years, have worked a total of 98 years in Government service. Their experience dates back to the grass roots of the Agency or Department in which they now serve -- a true indication of the advantages and awards of a system designed to recognize as the primary executive requirements: ability, skill, and talent, regardless of academic background. However, the data obtained from Session IX executives illustrated a noticeable trend -- that such an individual who serves long and effectively may never join the ranks of the supergrade in the current era. For example, the average age of those supergrade executives having at least one college degree was 14.2 years less than the three executives mentioned above at the time of their supergrade appointment -- 35 years of age vs 59 years of age!

## OTHER ITEMS OF INTEREST

One executive, in fact a 44 year old GS-17, had completed the Industrial College of Armed Forces Resident Course. There was only one executive initially employed by the Government at the supergrade level; however, there were three executives who were initially employed by the Government at the GS-15 level, and advanced to a supergrade position -- average age 49 years! There was also one executive who joined the ranks of the Federal Service from city government at the supergrade level.

## EXECUTIVE COVERAGE

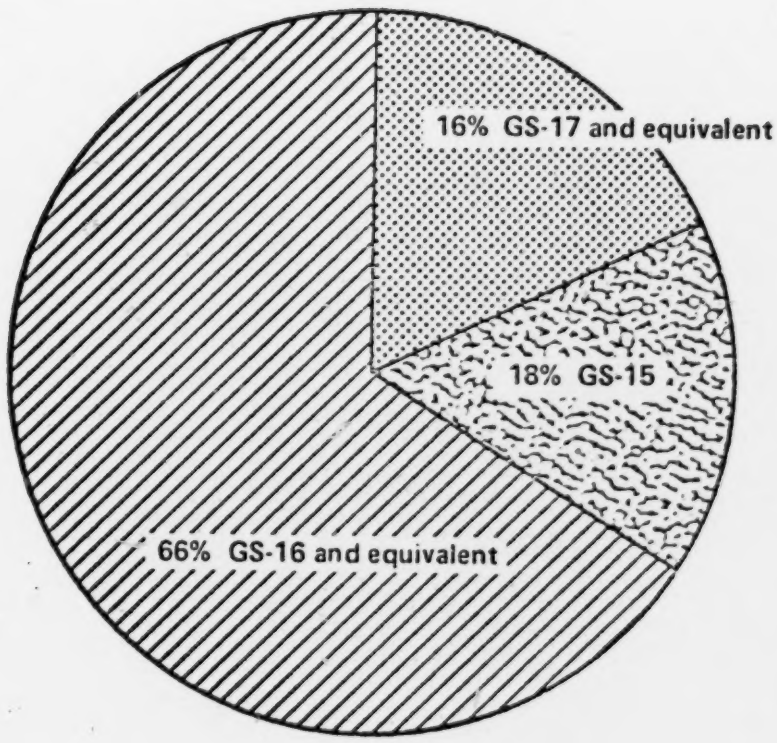
The remaining portion of this report contains executive coverage similar to the November 1969 document prepared by the Bureau of Executive Manpower, U.S. Civil Service Commission. Where possible, the characteristics of Session IX have been compared to this publication.

Warm regards,

Turner C. Timberlake
Army

## COMPOSITION OF SESSION IX

### Grade




- There were no GS-18 executives in the session.

- The percentage of GS-16's in the session was over four times the percentage contained in the executive inventory.

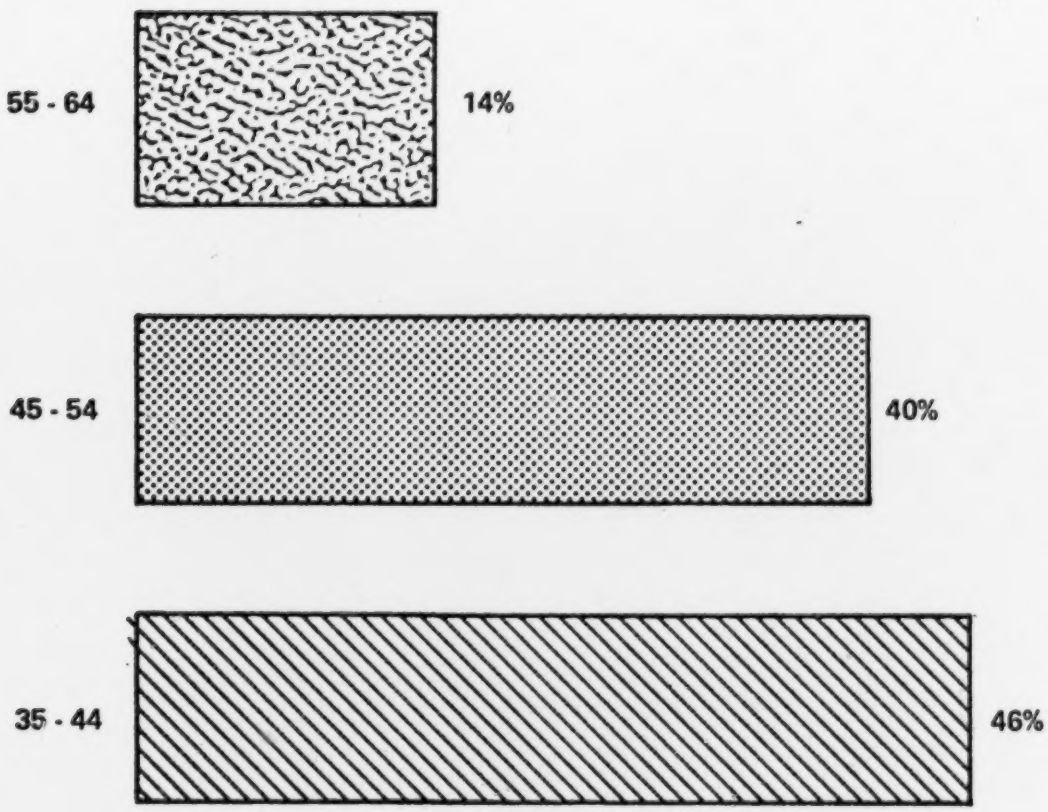
### Geographical Location

- Seventy percent of the executives work in the Washington area.

- Twenty-two percent of those at the GS-15 level are located outside of the Washington area, whereas just over half of the inventory at this grade is similarly located.

- Seventy-six percent of those in grade GS-16 and above work in the Washington area. This is 15.0 percent higher than the inventory.

## BASIC CHARACTERISTICS

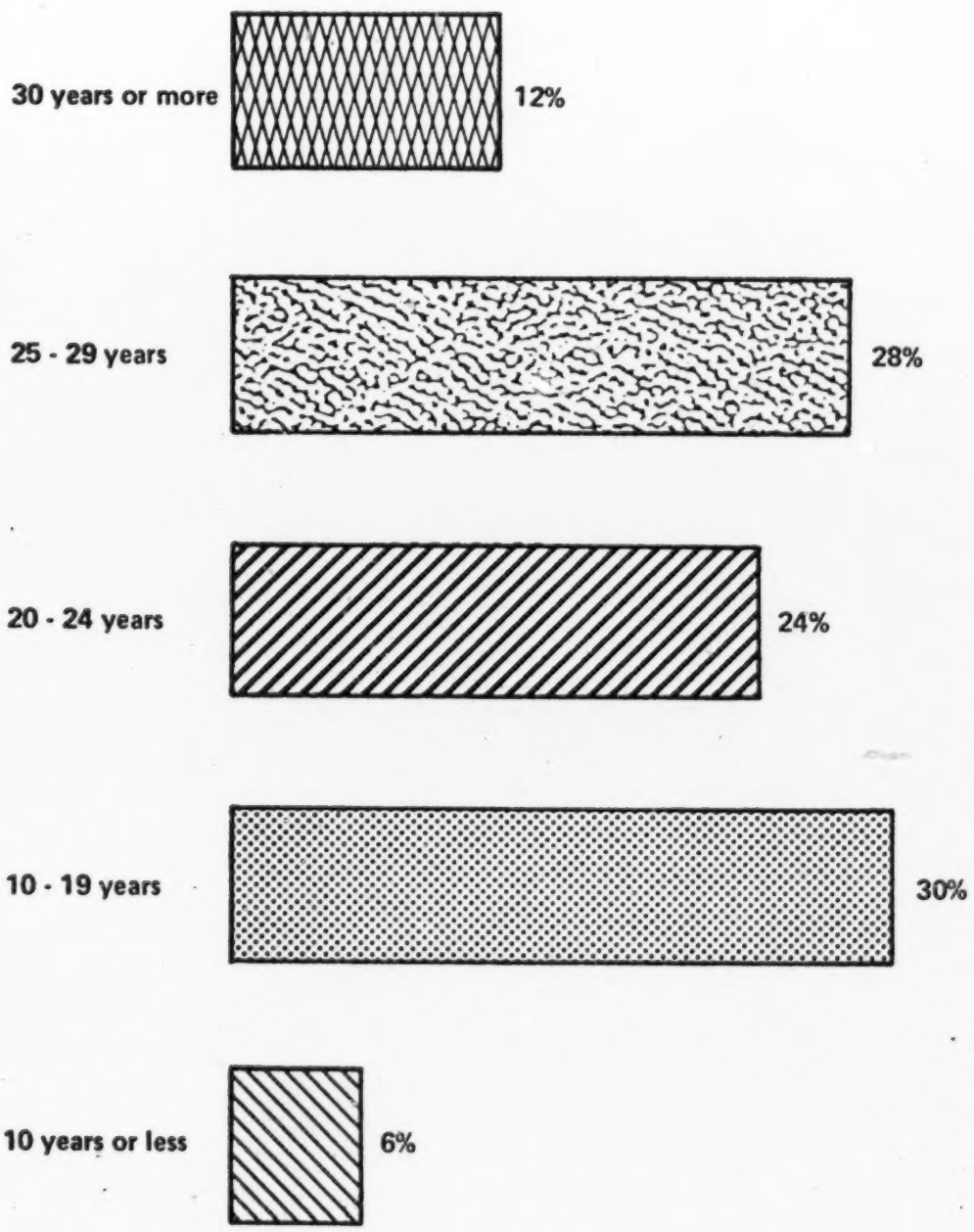



- Only 6 percent of the individuals in the session were age 60 or older, whereas 17 percent of the inventory had attained this age.

- Those under 45 years of age are 37.5 percent of the GS-17's and 41 percent of GS-16's.

- About 2 percent of the group at the GS-16 and GS-17 levels are within five years of compulsory retirement age. No GS-15's are in this category. In the inventory, about 5 percent of each grade level are considered to be in this group.

## LENGTH OF SERVICE

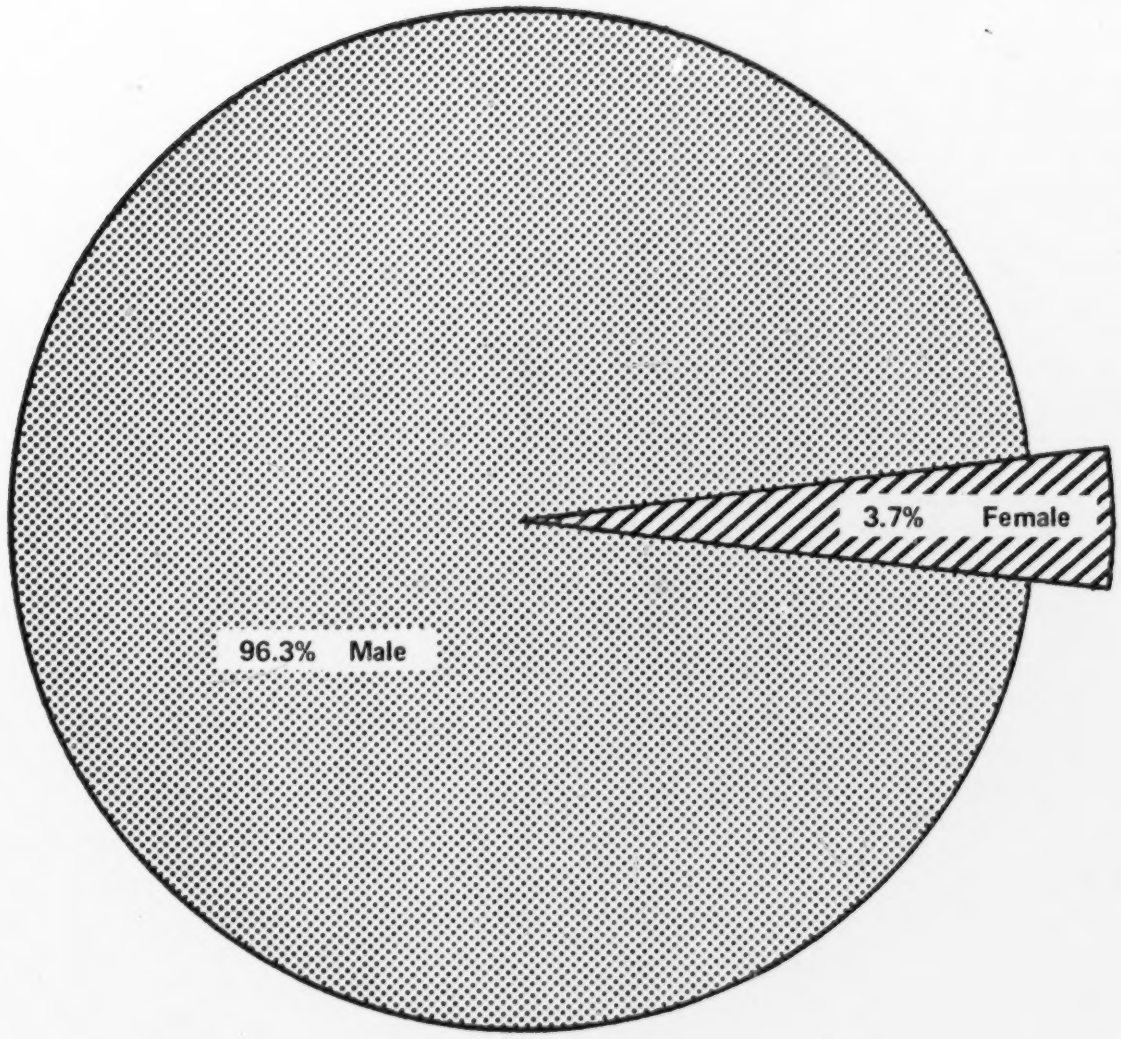



- Fifty percent of the session executives had more than 20 years of Federal Service, some 16 percent less than the inventory.

- Within 5 years 44 percent of the session will be eligible for optional retirement or will have retired. This is some 6 percent less than the inventory. Age and length of service were considered together in this instance.

- Only 18 percent of the session were eligible for immediate optional retirement. Age and length of service were considered together in this instance.

## SEX



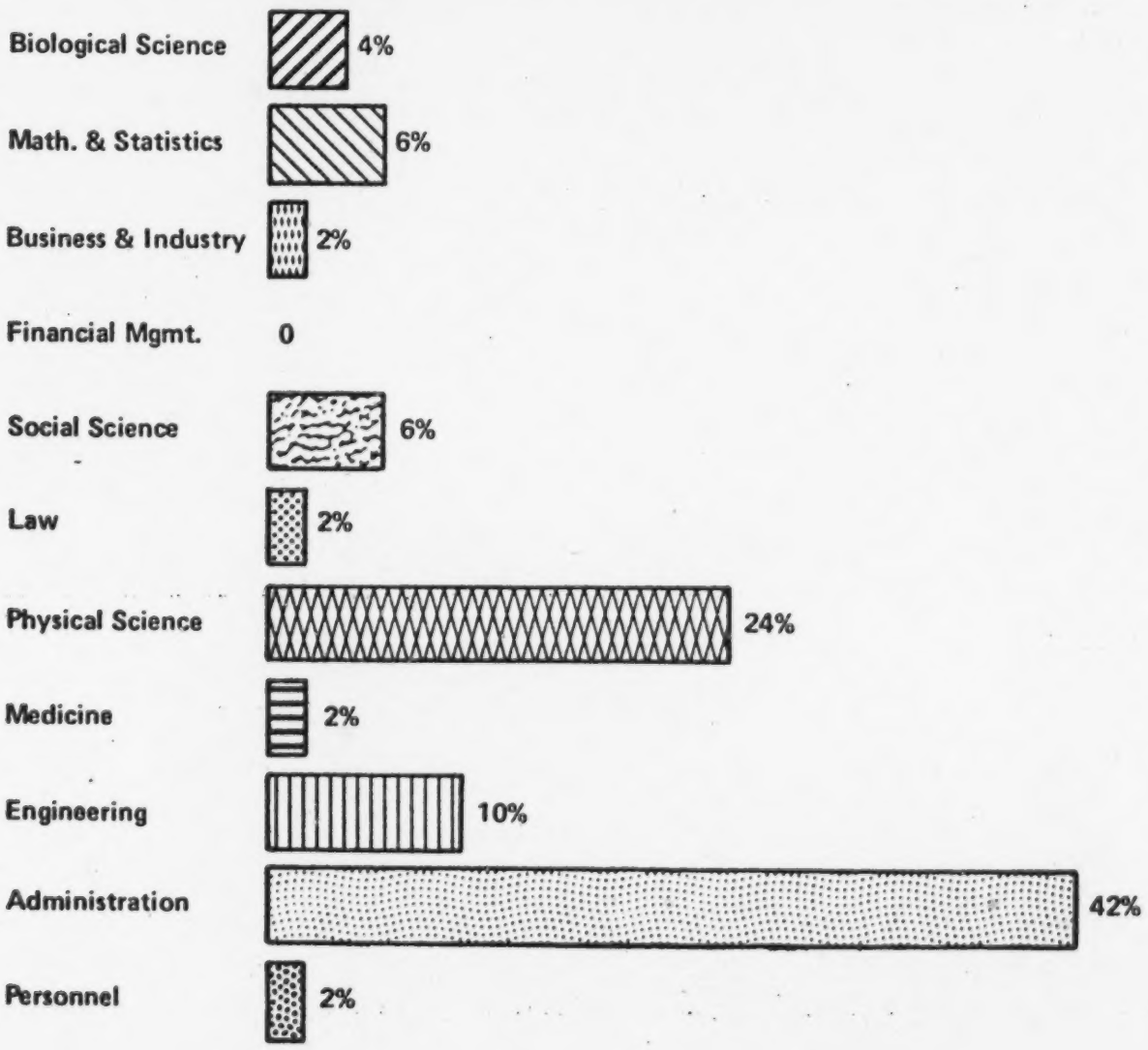

- Only two of the 584 women in the inventory were in the session.
- Two percent of the inventory were women.
- The percentage difference of male and female executives attending the session was negligible.

## OCCUPATIONAL DISTRIBUTION

- As in the inventory, the occupational diversity of Session IX Executives showed a greater concentration in the field of Administration-Management. This marked concentration accounted for 42 percent of the executives.

- The field of Personnel was a new category -- 2 percent or one session executive; however, the inventory showed 5 percent of executives in Financial Management; session executives in the Financial field were zero.

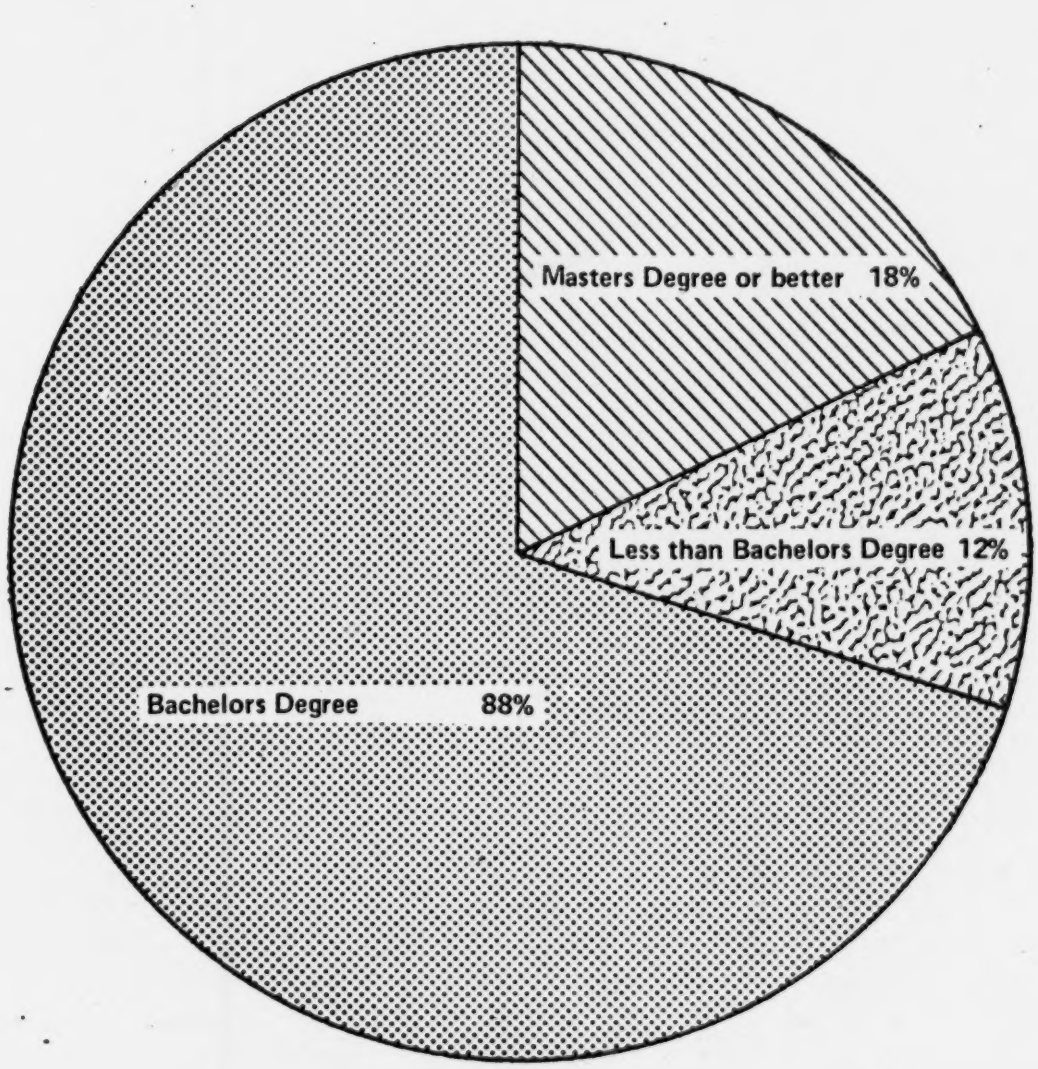
- An interesting change in occupational fields showed the field of Physical Sciences in the second place category or 24 percent of session executives compared to the inventory's 10 percent in Engineering as second longest category.



## EDUCATION LEVEL OF SESSION EXECUTIVES

- About 88 percent of session executives had at least one college degree and 18 percent held advanced degrees.

- The surprising information is that of the 10 percent who entered Government service with only a high school education, only 2 percent, or one executive, had done any additional study.

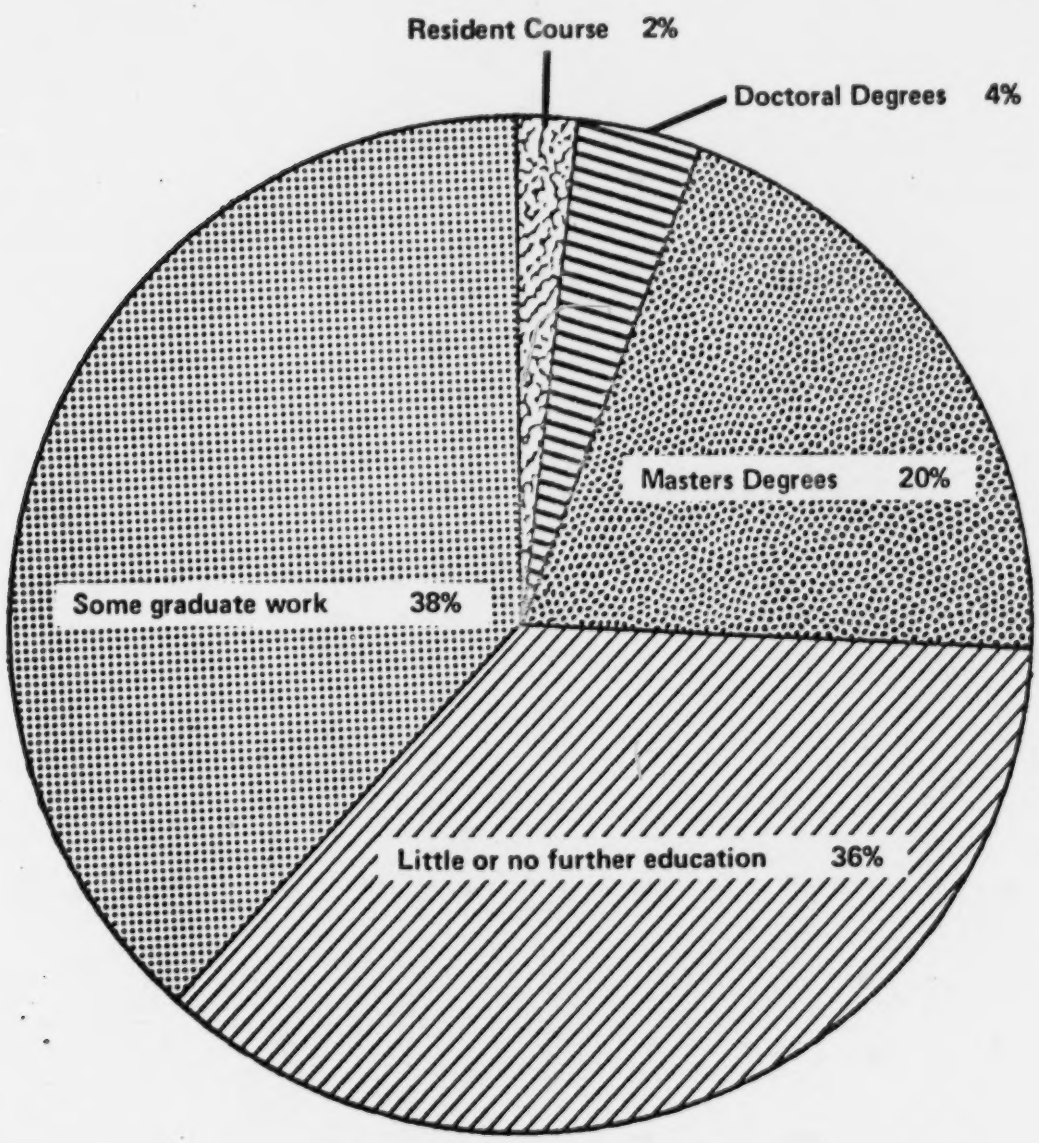


## EDUCATIONAL ATTAINMENT

## AFTER ENTERING

## GOVERNMENT SERVICE

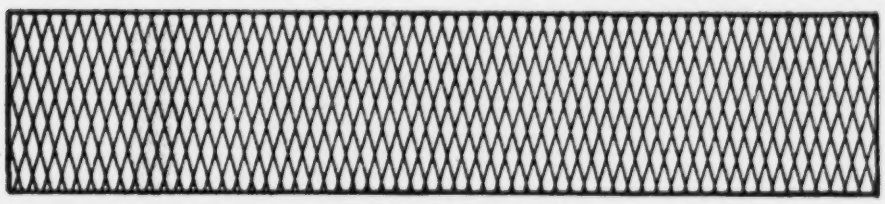
Of the session executives who entered Government service with less than a doctoral degree, 64 percent had subsequently completed significant amounts of education -- an exact reverse of the inventory which shows 64 percent with little or no further education!



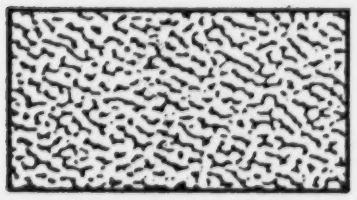
## ENTRANCE GRADE LEVEL

- The entrance grade level of the session executives showed the same pattern as the grade level of those in the inventory.

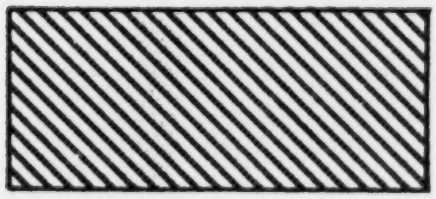
- There were the same marked differences in the grade of entry depending on the year of entry. Thirty-two percent entering at GS-5 level or below, entered Government service prior to World War II.



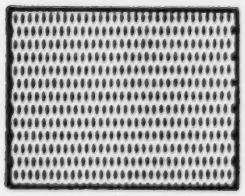
46% Below GS-5



18% GS-6-8



22% GS-9-12

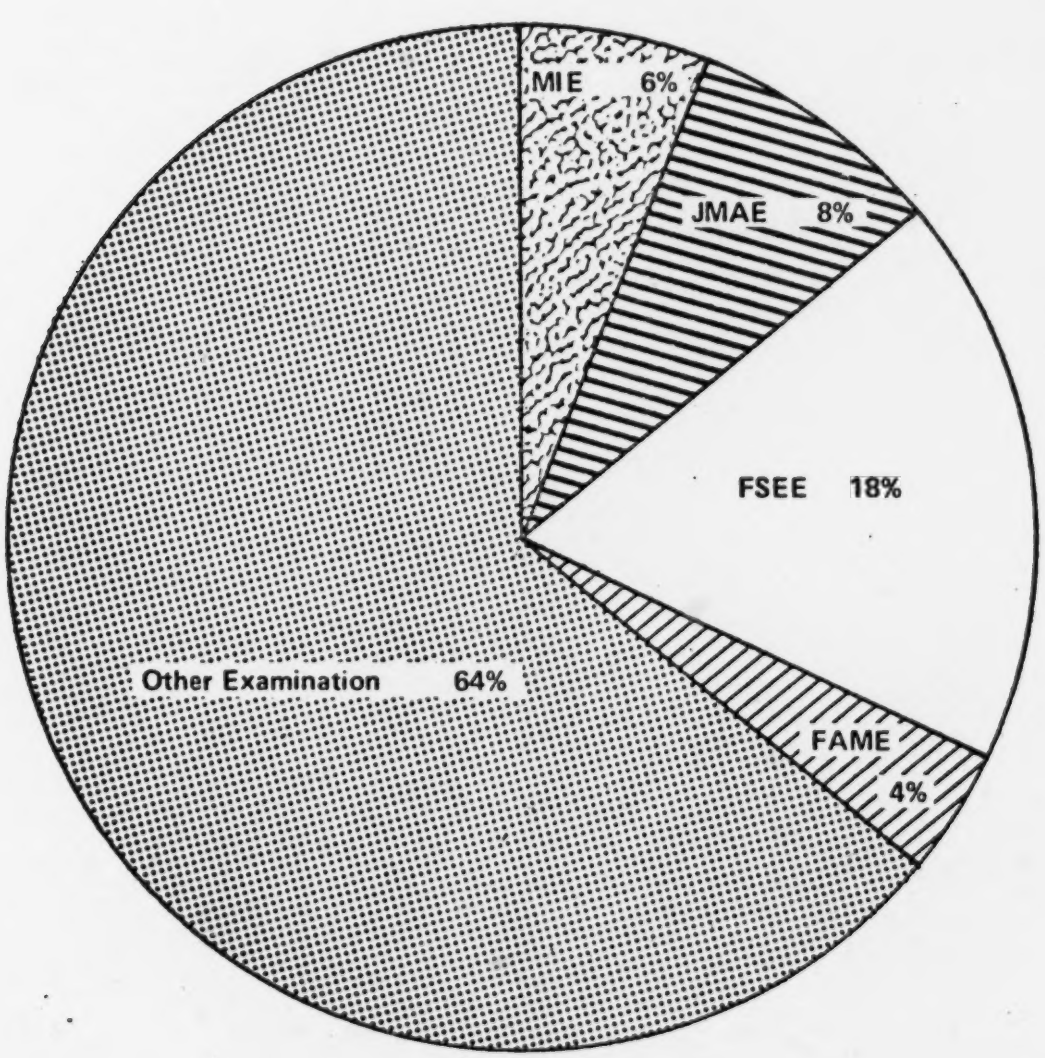


12% GS-13-15

2% GS-16 and above

## MEANS OF ENTRY

The means of entry into Government service by the session executives held the same pattern as those surveyed for the inventory. For example, 6 percent entered by Management Intern Examination; 8 percent entered by Junior Management Assistant Examination; 18 percent entered by Federal Service Examination; 4 percent entered by Federal Administration and Management Examination. The greatest number, 64 percent, entered via other examinations.

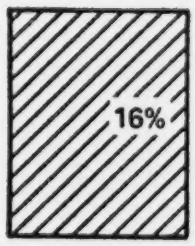


## CAREER PATTERNS

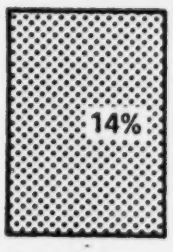
- In the inventory, those executives who move from Federal employment to Commercial employment back to Federal employment are characterized as "in-and-outers."

- Session executives were only 16 percent "in-and-outers." Those who came to stay -- the total career session executives -- totaled 58 percent.

- There were almost 50 percent more session executives who entered Federal employment at mid-career and remained as Federal employees than those who entered Federal employment at senior level and remained Federal employees.

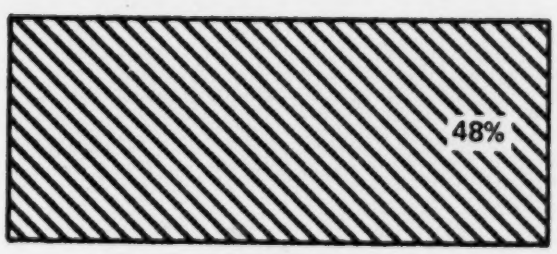



a. Moved from Federal Employment to Commercial Employment back to Federal Employment




b. Entered Federal Employment at Mid Career and Remained as Federal Employee

c. Entered Federal Employment at Senior Level and Remained as Federal Employee




d. Total Career as Federal Employee

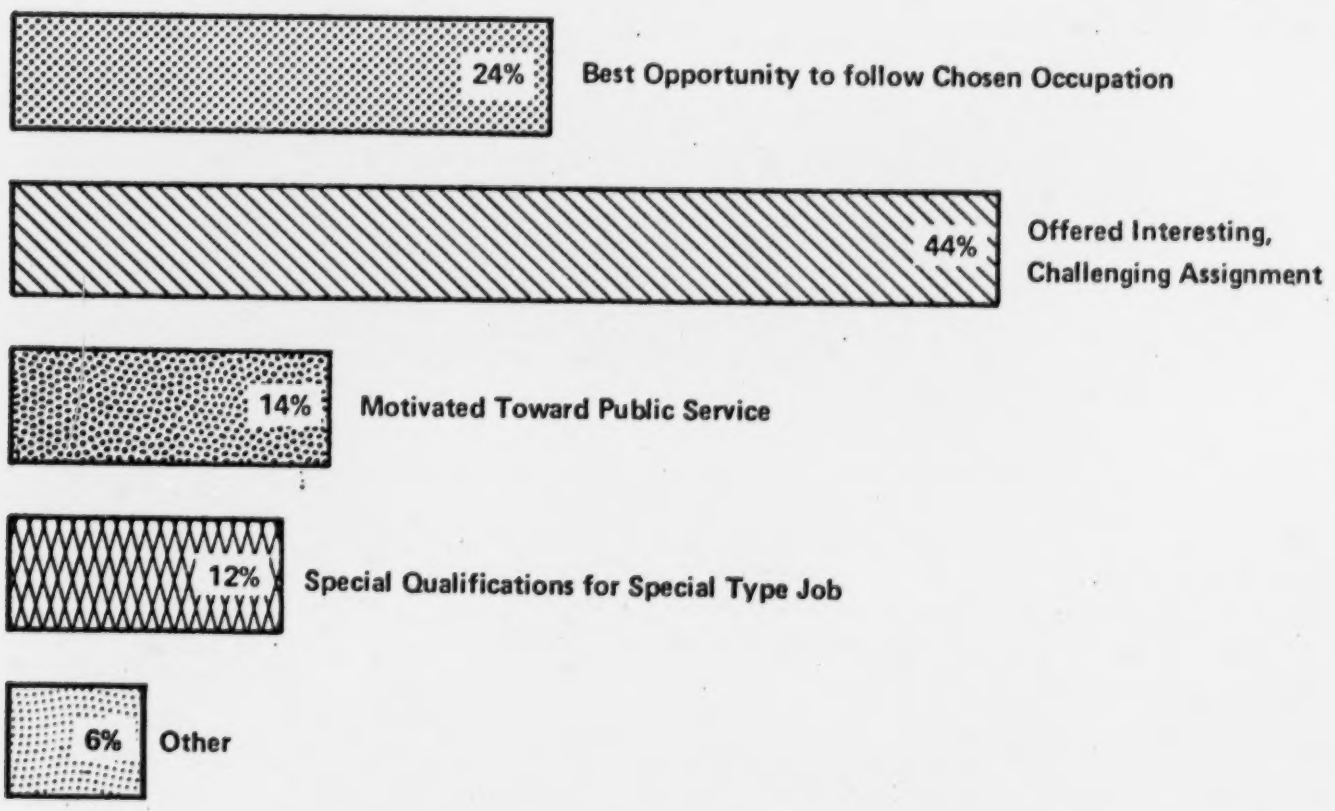
## REASONS FOR ENTERING GOVERNMENT

- The reasons for entering Federal service varied among the session executives; however, their most commonly cited reason for entering Federal service was <u>to accept an interesting, challenging assignment</u>.

- The next most commonly cited reason was that Government <u>offered the best opportunity for pursuing a chosen occupation</u>.

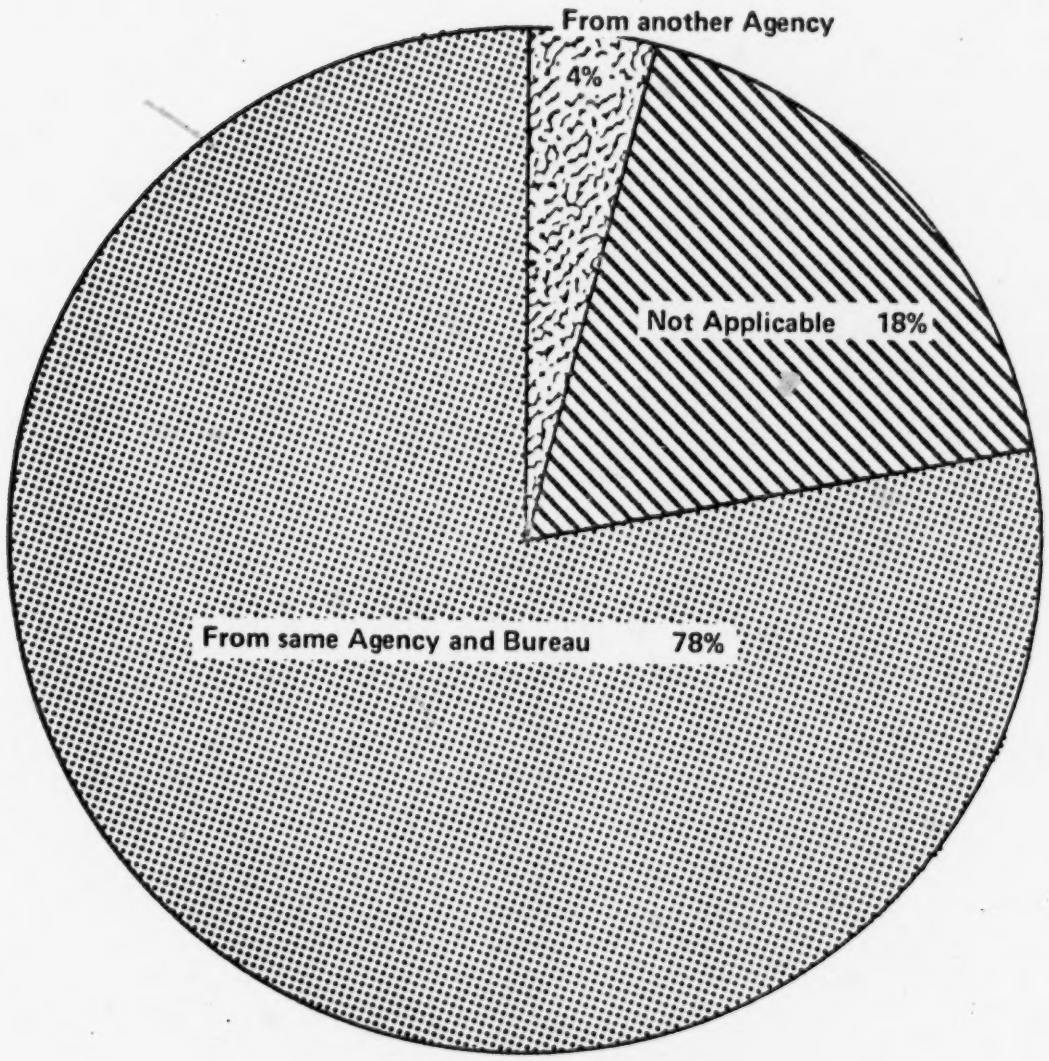
- Again, these reasons are an exact reverse to those cited in the inventory!

- The surprising percentage, the 14 percent, who cited motivation toward public service as their reason for entering Federal service, all began services at GS-7 level or below.



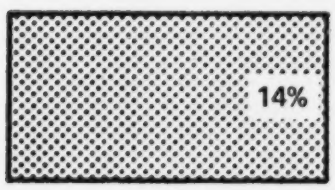
## SOURCE OF SUPERGRADES

- About 78 percent of executives appointed to supergrade positions in both the inventory survey and session survey were working in their present agency -- or no change in trend.

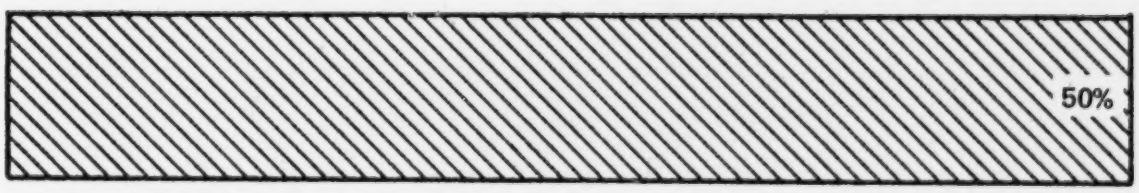


## AGE AT TIME OF SUPERGRADE APPOINTMENT

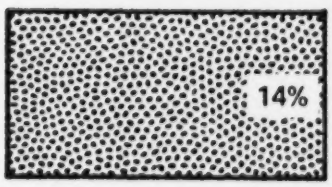
- The median age of executives appointed to supergrade positions in both the inventory survey and session survey was about 44 -- or little change in trend.



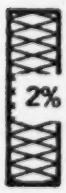

Age 35 - 39




Age 40 - 49



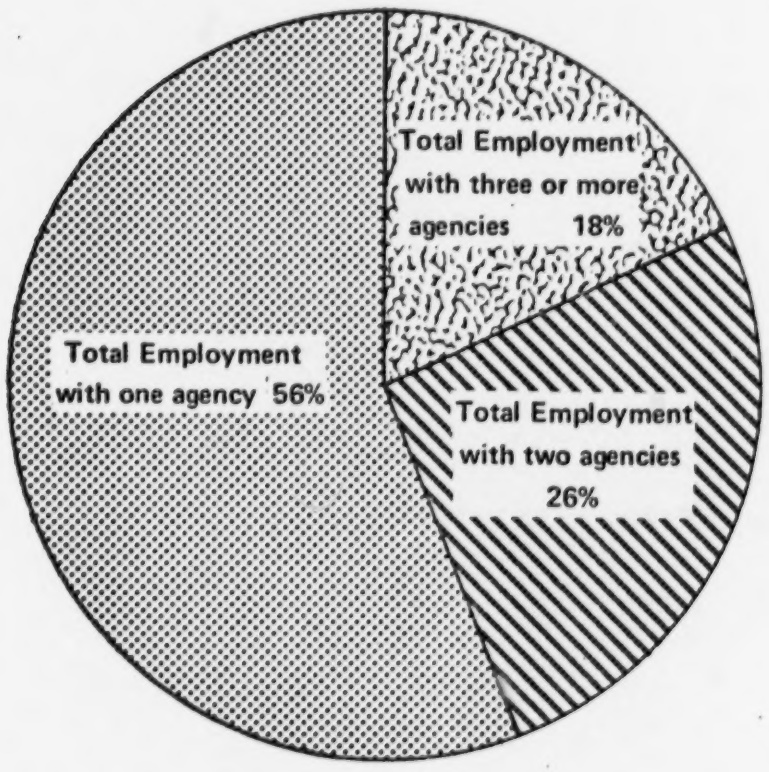

Age 50 - 59




Age 60 - Plus

## MOBILITY AND ATTITUDE TOWARD CHANGE

- There is no significant difference in the mobility of the session executives. Twenty percent of the session executives were unwilling to move -- either to another agency or to another geographical location.


Total Employment with three or more agencies 18%
Total Employment with one agency 56%
Total Employment with two agencies 26%

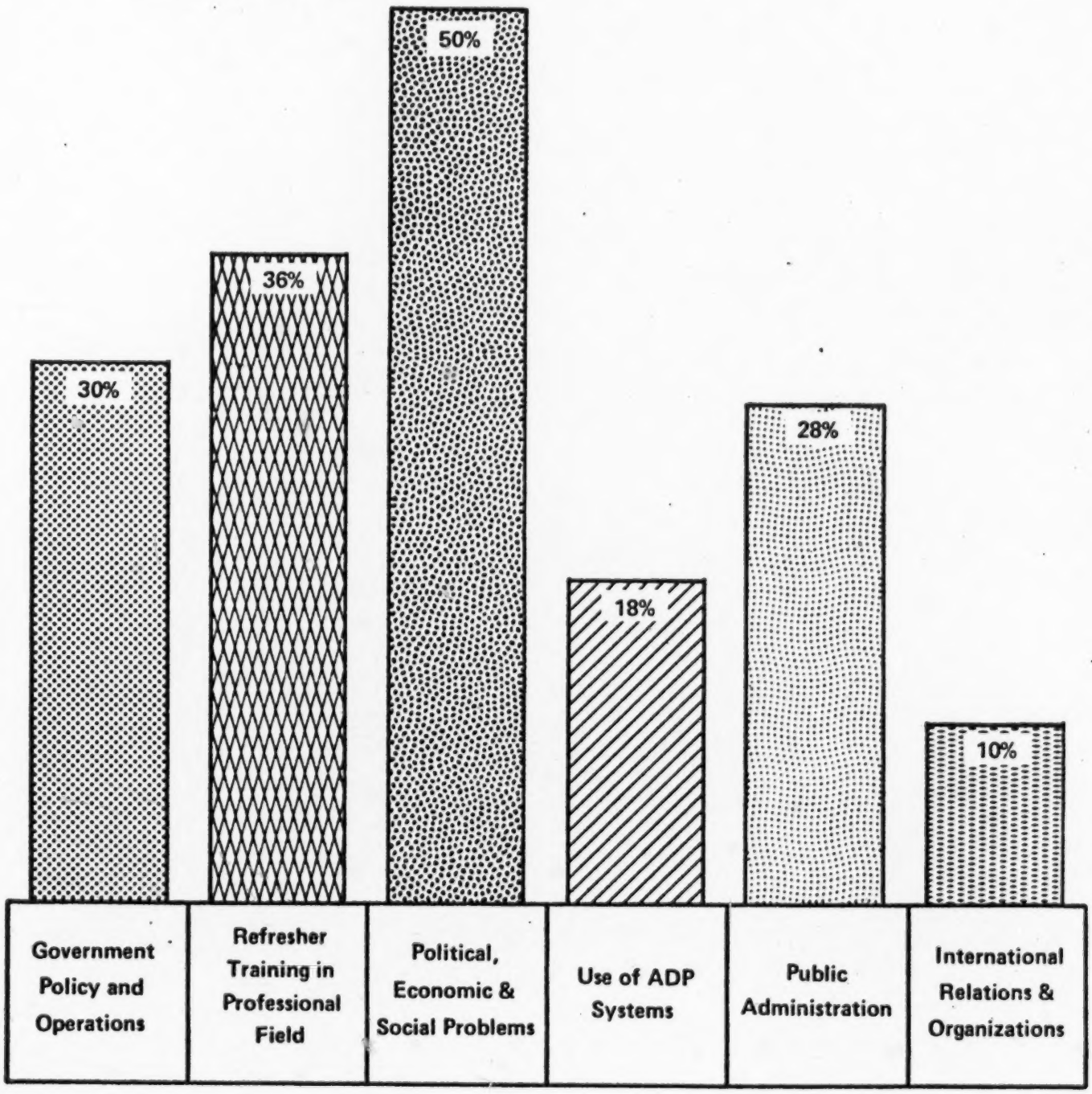
- About 80 percent of the session executives were willing to consider a geographical move.

- Those age 50 and over showed as much willingness to consider a change in geographical location as the young executives -- a reverse in the inventory!

## TRAINING DESIRED

## SESSION EXECUTIVES

- Major occupational groups showed a 19 percent increase in interest in the area of Political, Economic and Social Problems. A marked decrease in interest in the areas of Government Policy and Operations and International Relations and Organizations was evident. The interest of the occupational groups in the other areas varied slightly.



## RELATIONSHIPS WITH AWARDS

AWARDS --

Eighty-six percent of the session executives have received awards.

AGENCY --

Of those who did not receive awards, their employment indicated two agencies with a tendency not to give awards.

AGE OR GRADE --

Length of service or age were not a determining factor for those receiving awards.

CAREER PATTERN --

No change for receiving awards was indicated in the survey of session executives. A slightly smaller proportion of in-and-outers received awards from their agencies than those who have never left Government; in-and-outers who have received agency awards have received fewer than the other executives.

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